

THE GEORGE WASHINGTON UNIVERSITY
Washington, D.C.

MINUTES OF THE REGULAR MEETING
OF THE FACULTY SENATE HELD ON
FEBRUARY 10, 2006

Present: Vice President Lehman, Registrar Amundson, Parliamentarian Johnson, Deans Frawley, Futrell, Phillips, and Tong; Professors Artz, Biles, Briscoe, Castleberry, Cordes, Englander, Friedenthal, Gallo, Griffith, Gupta, Helgert, Klarén, Marotta, Mueller, Pagel, Robin, Robinson, Rycroft, Simon, Vergara, Wilmarth, Wirtz, and Zea

Absent: President Trachtenberg; Deans Brown, Katz, Lawrence, Scott, and Whitaker; Professors Delaney, Garris, Kim-Renaud, Shen

The meeting was called to order by Executive Vice President for Academic Affairs Donald R. Lehman at 3:05 p.m.

IN MEMORIAM

Professor Sylvia A. Marotta read a Tribute in Memory of Donald C. Linkowski, Professor of Counseling and Research Professor of Psychiatry and Behavioral Sciences. (The Tribute is attached.)

APPROVAL OF THE MINUTES

The minutes of the regular meeting of January 20, 2006 were approved as distributed.

INTRODUCTION OF RESOLUTIONS

No resolutions were introduced.

UPDATE ON SQUARE 54 DEVELOPMENT AND CAMPUS CONSTRUCTION

Executive Vice President and Treasurer Louis H. Katz distributed a Report entitled "Foggy Bottom Campus Plan: 2006-2025" which he had also presented at a meeting attended by 75 community members on February 7, 2006. [The Report is attached.] Over the summer, numerous community forums on the Plan were held, culminating in a meeting on September 20, 2005. Following that meeting, continued review and discussion of the Plan has been undertaken with the Office of Planning and Department of Transportation; an in-depth study of campus historic preservation issues was conducted; and additional meetings with community groups to gather additional comment and input have taken place. The result of this process is a twenty-year Campus Plan to be filed the week of February 21st. Vice President Katz noted that the Plan is not an amended Plan as originally envisioned, but rather, as discussions went forward, it appeared to both the University and the District of Columbia that it would be preferable to submit a new Campus Plan. All of the conditions of the existing Campus Plan are incorporated into the new Plan, and additional new conditions will be imposed.

Vice President Katz next reviewed the list of companies assisting with the Campus Plan. He also described the University's need for growth, which is not to accommodate increased enrollment, but to build a world-class institution of higher education which will accommodate changing and evolving academic programs. Included among the needs for academic space are a Science Center (GW's highest academic facilities priority), a Cancer Center, and a School of Public Health and Health Services. Additional space for other academic requirements includes classrooms, research labs, lecture halls, and library and technology centers. Forecasted academic space needs total approximately 1.5 million square feet. The University will provide additional undergraduate student housing to ensure compliance with Campus Plan housing requirements – up to 1,000 additional on-campus beds will be added. This includes the School Without Walls project (approved by the GW Board of Trustees at their meeting that day). [The D.C. City Council was recently presented with emergency legislation for the D.C. School system to sell GW the parcel of land behind the School Without Walls, and this was unanimously approved 13-0 by the City Council.]

Vice President Katz then described GW's integrated development strategy, which is designed to balance the University's two scarce resources: space and financial resources. This development strategy will provide shared benefits for the local community, the District, and the University. He also reviewed several campus maps which illustrate the evolution of the Campus Plan as discussions with the community and the District took place.

The new Plan provides flexibility and allows the University to think about its facilities very differently than it has in the past. It allows increased density in the core campus, away from residential areas. Toward the edges of campus, building heights will decrease. A number of sites along G and F Street have been removed from the Campus Plan and they be will added to a number of campus sites already designated as historic. This focus on preservation is a relatively recent one in the planning process, and developed momentum in December, 2005. The Office of Planning is supporting a height of 110 feet in the core campus for the future, whereas in the previous Plan, the height allotment maximum was 90 feet. [For comparative purposes, Gelman Library stands at approximately 80 feet, Smith Hall of Art, about 60 feet, and Phillips Hall, 70 feet.] The newly constructed School of Business at Duques Hall stands at 90 feet. Vice President Katz noted that the addition of 20 feet to Duques Hall would have meant an additional two floors for the building, had that height been permitted at the time.

This increased allotment means, for example, that the Academic Center could be demolished and a larger building could be constructed on the site. This would not have made sense with existing Campus Plan height and lot coverage requirements. Under those requirements, the University would have been bound to merely finish the third part of the Academic Center, at the same scale as the rest of the complex. Under the new height allowances, the entire complex could be built to 110 feet, and GW could build all the way down 22nd Street to G Street at that same height with a mandated setback. Similarly, the site of the University Parking garage, a possible site for a future Science Center, could also accommodate a building of 110 feet. With a setback from 23rd Street, the Engineering School building at Tompkins Hall and the parking lot beside it could also be built up to 110 feet.

Professor Mueller asked if the new historic designations mean the University would be prohibited from developing those sites. Vice President Katz said that the University can renovate these sites, but cannot develop them. Shifting of development rights from these historic sites to other areas of the campus will result in fewer sites, but much more square footage per site will be allowed, and buildings will have bigger foot plates. Professor Mueller said he thought this was a significant development for the GSEHD as discussions had been held about possibly constructing another building for the School on G Street. Vice President Katz pointed out there are alternate campus sites that could be used for such a facility, particularly given the net gain in square footage. The University has already used its allotment of development rights under the existing Campus Plan, so this increase in allowable density is important.

Professor Griffith asked who had approved the higher building allowances. Vice President Katz said that the Planning Office has agreed to support the Plan in the zoning process, but the Zoning Commission must ultimately approve the Campus Plan. The total new density available to the University under the Campus Plan would amount to approximately 3 million square feet, 2 million of which would be used for University purposes (1.5 million academic and .5 residential) and 1 million square feet on Square 54. Discussion followed between Professors Englander and Gupta and Vice President Katz about height allotments. While the height allotment may rise to 130 feet on Pennsylvania Avenue under the Plan, there is also provision for campus pathways and open space. The south side of G Street will not be developed. The twenty-year Plan also calls for I Street retail at the street level, extending from the Foggy Bottom Metro to the building at 2000 Pennsylvania Avenue. Parking will be underground, and dispersed throughout the campus. The Plan also identifies architectural and historical resources in addition to already registered sites, to be maintained by GW.

In return for the increased density permitted by the Campus Plan, GW has made key commitments in several areas, including maintaining existing enrollment, faculty and staff population caps, meeting the undergraduate housing requirement, and establishing a Community Advisory Committee. This group will consist of five members from the University, three from the Advisory Neighborhood Commission, one from the Foggy Bottom Association and another from the West End Citizen's Association. The quorum for this group has been set at five to ensure participation by as many as possible.

In addition, neither the Hall on Virginia Avenue nor the Aston will house undergraduates. Undergraduate housing at City Hall and Columbia Plaza is under evaluation, and GW has promised not to purchase residentially zoned properties in Foggy Bottom or West End for other than investment purposes. Vice President Katz explained that the surrounding community wants the University to stay within its campus boundaries; the University is willing to do that if it can build what it needs to within the campus boundaries. That is the trade-off and the reason why the University is committing to use restrictions. This includes meeting the commitment to house as many undergraduate students as possible within campus boundaries. Currently only freshmen and sophomores are required to live on campus. They can reside in University owned apartment buildings as well.

Professor Friedenthal asked for more detail about prospective use of the Hall on Virginia Avenue. Vice President Katz said that next year it would be used for graduate housing, but with much lower occupancy. It will also be used for transitional housing for

people attending programs on campus. The longer term objective is to turn the building into faculty housing. A company was retained to conduct focus groups about the demand for faculty housing within the campus boundaries, and it appears that there is demand for one and two-bedroom condominiums. These might be offered at a subsidized price which would help encourage recruitment and retention of junior faculty. When the properties are sold they would be sold back to the University. Other universities have done this successfully. Vice President Katz added that the University would like to turn the Aston into graduate and professional student housing. The community does not have an issue with faculty housing or graduate and professional student housing; their whole issue is undergraduates.

Vice President Katz discussed the need to put in place mechanisms to improve compliance monitoring and enforcement, including providing better definitions in the Campus Plan. The University is also committed to an independent audit of its enrollment data.

It is expected that the Plan will be filed next week and the University has already sent the required notice of intent ten days prior to the filing. The University is also required to notify the Advisory Neighborhood Commission, the Foggy Bottom Association, the West End Citizen's Association, and all landowners within 200 feet of the campus

Vice President Katz concluded by encouraging everyone to visit the website at <http://www.neighborhood.gwu.edu>. The site contains updates on campus development meetings and activities, along with additional information designed for the community.

Professor Gupta asked when the plan for Square 54 would be submitted. Vice President Katz said he expected it would be filed in April, 2006. Although the Office of Planning has not seen the actual PUD or the application, it has endorsed the basic principles behind Square 54 development which the University has set forth. This endorsement could not have been obtained unless GW had proven to them that it could accommodate the needs of the University within its campus boundaries. Ultimately, the Zoning Commission will have to approve the plan for Square 54. It is expected that this will take at least 12 to 18 months, and if appeals follow, could be longer.

Professor Gupta asked if the development concept for Square 54 had changed. Vice President Katz responded that it had not; the plan still calls for a mixed-use development with about 400,000 to 500,000 square feet of commercial office space, 300,000 square feet of rental apartments, and 100,000 square feet of retail.

Professor Griffith asked if these approvals obligate the University to develop all of these projects. Vice President Katz said GW is not committed to these projects but the Plan gives the University permission to do them. The Campus Plan gives the University certain rights, and in turn the University has given up other rights. If the University wishes to deviate from the Plan submitted, it will in future have to seek approval for an amended Campus Plan.

Professor Englander asked if the University is committed to the development of Quigley's as an eatery. Vice President Katz responded that this was an amenity offered to the community in return for approval to build the new residence hall on F Street. Professor Englander inquired about square 103a, and Vice President Katz responded that this space

was designated for academic use. This is where the Law School would like to construct its library and technology center.

Professor Robinson asked if the plan was finalized to build a Cancer Center and the School of Public Health and Health Services. Vice President Katz said it was not absolutely final, but noted that one of the sites -- the Warwick Building -- is now used exclusively by the Medical Center. The Medical Center has been working for some time to raise the funds to construct a Cancer Center and they believe that they will be able to do this. The second priority for the Medical Center (other than the Science Center) is the School of Public Health and Health Services. The School is one of the jewels of the institution; its offices are widely scattered, and a central location needs to be found.

Professor Mueller asked generally how such priorities are set, and added that, as a senator from GSEHD, he would like to see his School's need for a new building move into that upper echelon of priorities. Vice President Katz responded that most of these priorities are decided at the school level. The University then determines if there is a place within the Campus Plan to accommodate a building, and if there are funds to pay for it. As was discussed at the Special Meeting of the Faculty Senate on February 3, the University cannot continue to borrow all of the money to fund such projects, and it is clear that fundraising will play an increasingly important role in future building projects. The Medical Center has its own budget, as does the Law School, and they believe that they can raise the money necessary to fund their priorities. The University has found a way to fund construction of the Science Center -- potentially with revenues from the development of Square 54. Within the Campus Plan there are sites where a new School of Education could be constructed. As there is only so much that can be done from the central budget, the GSEHD needs to show the administration how it can help the School reach its goal.

Vice President for Advancement Laurel Price Jones said that she thought the message is always the same: by developing a sound business plan, with a good core of potential donors, a remarkable case for support, the identification of how much money is needed for a project, and a realistic estimate of how much money can be raised, the University should be successful in its fundraising. As far as priorities are concerned, there are at any given time good and compelling ideas, great vision, and wonderful potential donors for each project, but it is unwise for the University to have a too-rigid hierarchy of projects to be undertaken on a prearranged schedule. This undermines its ability to seize opportunities as they present themselves. Professor Mueller said he thought this made sense, and the GSEHD is actively working on such a plan.

Professor Gallo said that she had talked with members of the Executive Committee and Vice President Lehman about the Senate Physical Facilities Committee conducting an assessment of academic needs and priorities. She said she thought the Senate has heard all along that academic needs and available funds will determine which projects are built, but it would not be improper for the faculty and the deans to weigh in on academic needs. She added that the face of the plan for the campus has changed a good deal since Vice President Katz spoke with the Physical Facilities Committee, at which time the Schools of Education and Engineering were listed among approximately five priority projects. She said she would assume that they have not fallen off that list. Vice President Katz responded that they have not fallen off the list at all. Vice President Lehman commented that the current thinking relative to the Science Center would be that the Engineering School, basic sciences, and biomedical sciences would all be co-located, but this idea is evolving.

Professor Castleberry requested and received the privilege of the floor for Dean Mary H. Futrell of the Graduate School of Human Development. Dean Futrell said that the School continues to work very closely with the School Without Walls to develop ideas and a process to further collaborative work. Such a meeting had been held that morning between representatives of the District of Columbia school system, the School Without Walls, and the Parents' Association. GSEHD was represented, as was the University, including GW's Advancement Office. Last spring, GSEHD was informed that the School Without Walls project had been taken off the table, and that it would not go forward. No further explanation was offered. Vice President Katz responded that he had met with Dean Futrell and her associate deans on many occasions about this issue, and the ultimate outcome was determined by a number of factors. A site which combined a GSEHD facility with the School Without Walls was not a realistic alternative given the Grant School's historic designation and the school system's desire to build their own building. The D.C. school system will be adding onto the back of the Grant School, and GW will be constructing a residence hall on the lot behind the School. This does not mean, he emphasized, that collaboration with the D.C. schools will end -- it just will not go forward as planned. Dean Futrell said that she would very much like to discuss this further with Vice President Katz because no one at the meeting, including the School Without Walls or University representatives, knew why the project had been so suddenly halted.

As a representative of the Business School which has a new building, Professor Englander noted that his School graduates MBA's who want to earn a lot of money in their careers. The Business School is able to draw on this in its fundraising appeals. GSEHD graduates are employed as school superintendents and teachers who, as a rule, do not command the highest salaries. The School of Education is not in the same position when it comes to fundraising as the Law School, the Medical School, or the Business School. At the same time, the GSEHD is one of the University's crown jewels and it is highly rated. Discussion followed between Professor Englander, and Vice Presidents Katz and Price Jones about various non-University sources of funds for proposed projects. There being no further questions for Vice President Katz the Senate recessed for five minutes.

Professor Robinson noted that the Executive Committee had forwarded additional questions about the budget to Vice President Katz. A copy of the questions posed to the Vice President was distributed at the meeting. (The questions are attached.)

Vice President Katz began by answering the questions in reverse order. With reference to the request for cross-budget year comparisons for Fiscal Year 04-05, 05-06 and 06-07, Vice President Katz said that he would provide the Senate with re-stated second-quarter reports for these three years, pulling out revenues for the Law school and Auxiliaries, so that the data could be compared consistently.

With respect to controlling or lowering expenses, Vice President Katz said he thought the last thing the University should do is implement across-the-board budget cuts. However, that means it will be necessary to figure out which portions of the budget can be cut. In his own area, Vice President Katz said, there are three primary divisions: technology, finance, and facilities. He said he did not think budget cuts could be made in the first two areas. If savings are found in these areas he said he believed he would have to reinvest the funds in those enterprises. In technology, there are growing costs for security, and it is increasingly difficult, and more expensive, to attract and retain high caliber people in this marketplace. The same is true of the finance area: there are more demands for

reporting, information, and monitoring, and the marketplace also influences the price that must be paid to attract and retain competent personnel.

The one area where potential savings may be realized is in examining the level of service provided in the facilities area. For example, it may be possible to alter housekeeping schedules or shuttle schedules if people are willing to accept a lower level of service and significant savings may be achieved. An examination of potential expense reductions is underway in this area, but the answers are not available yet.

Professor Griffith asked if there is a process in place where the Budget Office examines possible expense reductions in functional areas on a regular basis. Vice President Katz said this function is dealt with at senior staff meetings between the Vice Presidents.

Vice President Katz then discussed the University's debt management strategy. Project borrowing needs are the biggest influence on the strategy, which can be adjusted not only with respect to the amount of money University puts into capital reserves, but also in its debt structure, i.e. how the University amortizes its debt. Such changes would require close work with the financial rating agencies, whose evaluations determine the rate at which the University can borrow funds. Discussion followed between Professors Griffith and Cordes and Vice President Katz on this issue.

With respect to the use of variable rate debt, Vice President Katz said he thought it could not be used exclusively, but over the long term it reduces the University's cost of capital; if it is part of an overall strategy there is very little risk in doing it. The University has locked in rates on some of its debt and may continue to do so -- for example, as interest rate spreads narrow, it may be possible to lock in debt at a fixed rate. It has already done this when favorable conditions allowed this. Professor Griffith asked if there was any possibility of a new bond issue, and Vice President Katz responded that although this process looks good on paper it actually results in higher costs to the University for construction. Right now, he said, the University will not need to seek new financing until the two new housing projects, the Pelham project (at the Mount Vernon campus), and the residence hall on the lot behind the School Without Walls, really get started. The next thing that would really affect the level of debt is the Science Center which will probably cost at least \$200 million. The University does not presently have that debt capacity available.

With respect to transfers from the operating budget to the capital budget, such as the \$7.7 million sum in fiscal year 2006, Vice President Katz said that this is part of the debt strategy -- these funds go into the interest rate reserve, which reduces the University's external borrowing needs. The Board of Trustees requires that the majority of these interest rate savings be placed in such a reserve account.

Professor Griffith said it seemed to him that these transfers from the operating budget to the capital budget, and the construction of buildings without the need for borrowing funds may be reaching their limit. Vice President Katz agreed, but he reiterated that if changes are made in this area the implications must be understood.

Professor Griffith asked if Vice President Katz would present recommendations about the budget to the Senate and the Board of Trustees. Vice President Katz said that he would do so. Vice President Lehman commented that he had already requested that the deans examine their budgets with a view toward making strategic budget cuts of 2% to 3%.

It is clear the budget situation will have a core impact on academic areas, and it is possible that searches which are now underway might have to be stopped.

Vice President Katz briefly discussed the implications of reducing the University's space needs. Sixteen years ago, when he first came to GW, only 35,000 square feet were leased off campus. At that time people were doubled up in offices and every available space on campus was used. The University currently leases about 400,000 square feet, which at present day prices amounts to approximately \$16 million a year. If people are willing to accept changes to today's standards, the amount of leased space, and that expense, could be reduced. But, again, Vice President Katz said this would be a trade-off.

Following up on the question he had asked at the Special Meeting, Professor Wilmarth observed that enrollments have grown about as much as they can in view of the "cap" on student enrollment imposed by the city government. In addition, tuition is so high that it probably cannot be raised significantly, and a four-year, fixed-rate tuition plan is in place. Therefore, he understood that this budget gap is not just a one-year episode but will be an ongoing problem. Vice President Katz agreed with this observation. Professor Wilmarth said he agreed with Professor Griffith that there is an urgent need for the administration to present a menu of options to the Senate for a long-term plan to bridge budget shortfalls until revenue from Square 54 development becomes available. Vice President Katz said that if enrollments match the University's projections, a base budget fix would solve the problem for a number of years, not just for one year. However if significant funds are to be devoted to furthering the Strategic Plan for Academic Excellence along with closing the budget shortfall, the price tag would be significantly more than \$10-\$12million, particularly because the University's core expenses are increasing at a faster rate than its revenues from any source. Vice President Katz then recapped the summary he had presented at the Senate's Special Meeting, which attributed the cause of next year's budget shortfall to the fact that expenses are growing at a faster rate than revenue. It is necessary, therefore, to focus on identifying additional revenue sources, reducing the rate of expense increases, and identifying an appropriate balance between capital budget requirements and borrowing capacity. Relief must also be provided to the operating budget.

Professor Robin said he thought there was one thing that had not been discussed. The part-time faculty have secured a favorable decision from the National Labor Relations Board, and they will probably eventually win their case to form a union. When they do, their salaries will probably double. Professor Robin asked what is being done to plan for this eventuality. Vice President Katz said he thought it might be necessary to examine the overall distribution of teaching loads or make other adjustments. Change in this area may become necessary, as it may be in the University's debt strategy, but it is important to understand the implications of such change.

GENERAL BUSINESS

I. NOMINATION FOR ELECTION TO THE DISPUTE RESOLUTION COMMITTEE

On behalf of the Executive Committee, Professor Lilien F. Robinson moved the nomination of Professor Hugo D. Junghenn to the Dispute Resolution Committee for a term ending May 1, 2008. The nomination was approved.

II. NOMINATION FOR ELECTION TO SENATE STANDING COMMITTEES

On behalf of the Executive Committee, Professor Lilien F. Robinson moved the nomination of Professor Peter F. Klarén as Chair of the Faculty Development and Support Committee. The nomination was approved.

III. INTERIM REPORTS OF STANDING COMMITTEES

No interim reports were presented.

IV. REPORT OF THE EXECUTIVE COMMITTEE

Professor Robinson noted that an Open Letter to the Faculty Senate had been electronically distributed and copies were also made available at the meeting. (The Open Letter is attached.)

Professor Robinson presented the Report of the Executive Committee, which is enclosed.

BRIEF STATEMENTS (AND QUESTIONS)

Professor Griffith asked Vice President Lehman to for any news he might share from the Board of Trustees meeting just concluded. Vice President Lehman reported that the Board had accepted the administration's tuition increase proposals, which would raise undergraduate tuition by 3.9% and graduate and special program tuition by 5%. An endowment payout of 5% was also approved, which will provide \$1 million in additional funding for Advancement efforts. Another \$2 million will be provided to Academic Affairs on a matching basis to fund objectives of the Strategic Plan for Academic Excellence. These funds, which can only be used for the indicated objectives, will be distributed on a competitive basis to the various schools, and carefully monitored to see that they are being properly deployed.

Vice President Lehman concluded the meeting by advising the Senate that a change to GW's promotional video discussed at the January 20th meeting had been implemented. Vice President Freedman, who had to leave the Senate meeting before its conclusion, advised that the phrase, "it's not just a commuter school anymore" has now been removed.

ADJOURNMENT

There being no further business before the Senate, and upon motion made and seconded, the meeting was adjourned at 5:19 p.m.

Elizabeth A. Amundson

Elizabeth A. Amundson
Secretary

A TRIBUTE IN MEMORY OF DONALD C. LINKOWSKI

Donald Linkowski, was born in Buffalo, N.Y., on September 11, 1937, to Molly and Chester Linkowski. On January 8, 2006, at age 68, he died suddenly at his home in Florida, just a few days after he retired from The George Washington University.

He received his Bachelor of Arts degree in Psychology, in 1961; his Master of Science degree in Rehabilitation Counseling in 1963; and his Ph.D. in Counseling in 1969, all from the State University of New York at Buffalo.

Arriving at GW in 1967, with a research background by education and preference, Dr. Linkowski quickly adapted to the teaching and service climate of the day and created the undergraduate Human Services Program. During his long and distinguished career at GW, he helped establish the Community Counseling Program and the Counseling Ph.D. Program. He was instrumental in helping the Rehabilitation Counseling Program be ranked #5 in the nation according to *U.S. News and World Report*.

He became chair of the Department of Education in 1973 and of the Department of Counseling/Human & Organizational Studies in 1993. As chair, he successfully encouraged faculty members to collaborate with one another more frequently and to involve students in faculty research.

Professor Linkowski was a member of the Faculty Senate from 1979-80 and again from 1980-81. He was a member of the Appointment, Salary, and Promotion Policies Committee from 1978-79; the Joint Committee of Faculty and Students from 1979-80; Administrative Matters as They Affect the Faculty from 1985-86; the Senate Research Committee from 1989-90; and the Physical Facilities Committee from 1990-91.

Though his service record was remarkable, he was most engaged with, and committed to, his research. He secured many federally sponsored projects over his career, and built his reputation as a measurement researcher in counseling. His widely-acclaimed "Acceptance of Disability Scale," introduced in his 1969 dissertation, has been cited over 100 times and will soon be reprinted. His latest research instrument was titled the "Adaptation to Aging Scale." Truly a pioneer and a visionary, Dr. Linkowski was instrumental in shaping the mission and standards of rehabilitation counseling and advancing the professional quality of the field. This month he will be recognized posthumously for his research and service to the counseling profession with a lifetime distinguished career award from the National Council on Rehabilitation Education. His commitment to research is further exemplified in his endowment of the Linkowski Counseling Student Research Fund to help support graduate students in their research.

During his tenure he left a legacy of research, leadership and service, but most importantly of kindness and wisdom as a human being. His passion was moderated by his balance and tolerance for the ideas and values of others and he knew how to lead by respecting his peers and caring about their goals and aspirations. At his memorial service on January 16th, more than 150 people celebrated his life, with a third of those being former students. He will be greatly missed by his children, Adam (and Gabi) Linkowski and Tamara Linkowski.

Read into the record of The George Washington University Faculty Senate Meeting held on February 10, 2006, with a copy forwarded to Professor Linkowski's family.



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Foggy Bottom Campus Plan: 2006 – 2025

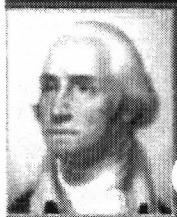
Community Meeting
February 7, 2006



Campus Planning Team

Campus Planning Team:

- David Julyan, **Julyan & Julyan**: Community Facilitator
- **Ehrenkrantz, Eckstut & Kuhn Architects (EE&K)**:
Campus Plan Architects and Planners
- **Wells & Associates**: Traffic and Parking Consultants
- **EHT Traceries**: Architectural and Historical Resource Specialists

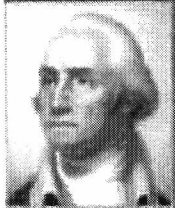


Campus Planning Process

Since September 20, 2005:

- Continued review and discussion with the **Office of Planning and Department of Transportation (DDOT)**
- In-depth study of campus **historic preservation** issues
- Meetings with community groups, local institutions, businesses, churches and members of the GW community to gather additional **comment and input**

***Result:* Foggy Bottom Campus Plan: 2006 - 2025**



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Overview

The Need for Growth

- Need for growth is not to accommodate increased enrollment
 - *proposed Campus Plan maintains existing enrollment caps*
- ***How do we build a world-class institution of higher education?***
 - Continue to develop **unique academic offerings** that take advantage of our **location** in the nation's capital
 - **combining disciplines**: e.g., business & medicine, engineering & law
 - **policy-oriented programs**: e.g., Homeland Security Policy Institute
 - Changing and **evolving academic programs** translate into space needs
 - State-of-the-art research **labs**
 - Technologically-advanced **classrooms**
 - **Modernized facilities** of to support **inter-disciplinary programs**
 - Appropriately-sized **floorplates** to accommodate evolving academic space needs
- **Forecasted academic space needs**: approximately 1.5 million square feet

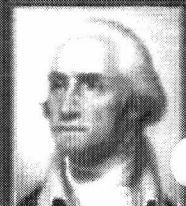
The Need for Growth: Academic Space

- **Science Center**
 - GW's **highest academic facilities priority**
 - Integrating **science, technology & policy**
 - Forecasted space need: 300,000 – 500,000 square feet
- Other identified academic facilities needs:
 - **Cancer Center**
 - urban research & treatment center
 - **School of Public Health**
 - 500 public health organizations within vicinity of Foggy Bottom campus
- Additional space for other academic program requirements, including
 - **classrooms** with integrated technology
 - state-of-the-art **research labs**
 - modernized **lecture halls**
 - **library & technology** centers

The Need For Growth: Student Housing

Additional undergraduate student housing

- Plan calls for **up to 1,000 additional on-campus beds** (including School Without Walls project)
- Ensures continued **compliance with Campus Plan housing requirement**
- Meets **student demand for modernized on-campus housing** in various unit types and room configurations
- Facilitates **migration of off-campus housing** to new on-campus facilities
 - e.g., Hall on Virginia Avenue, Aston
- Enhances GW **undergraduate living & learning experience**



Integrated Development Strategy

- GW has proposed an **integrated development strategy** that balances the University's two **scarce resources: space and financial resources**
 - ***Grow Up Not Out:*** Accommodate academic and student housing needs on campus by **increasing density on targeted locations**, concentrated in the **core of campus**
 - **Square 54:** redevelopment of the old hospital site as a commercial mixed-use **"town center"**
 - retail, residential and office uses
 - a **dynamic urban gathering place** at the "front door" of the campus and the Foggy Bottom & West End neighborhoods
 - ***Key source of non-enrollment driven revenue***

GW Development Strategy: Shared Benefits

- For the **Community**

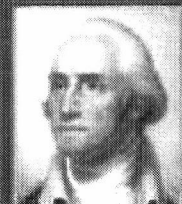
- “*Grow Up, Not Out*” strategy and concentration of development in campus core **helps alleviate town/gown tensions**
- Square 54 town center **provides amenities** and a neighborhood gathering place

- For the **District**

- Growth on campus **maintains DC tax base**
- Mixed-use development **generates jobs and tax revenues, and brings additional residents to the District**

- For the **University**

- Campus development plan yields **programmatic benefits and efficient use of resources**
- Mixed-use development of Square 54 **enhances the urban experience for students, faculty and staff and provides necessary revenue**



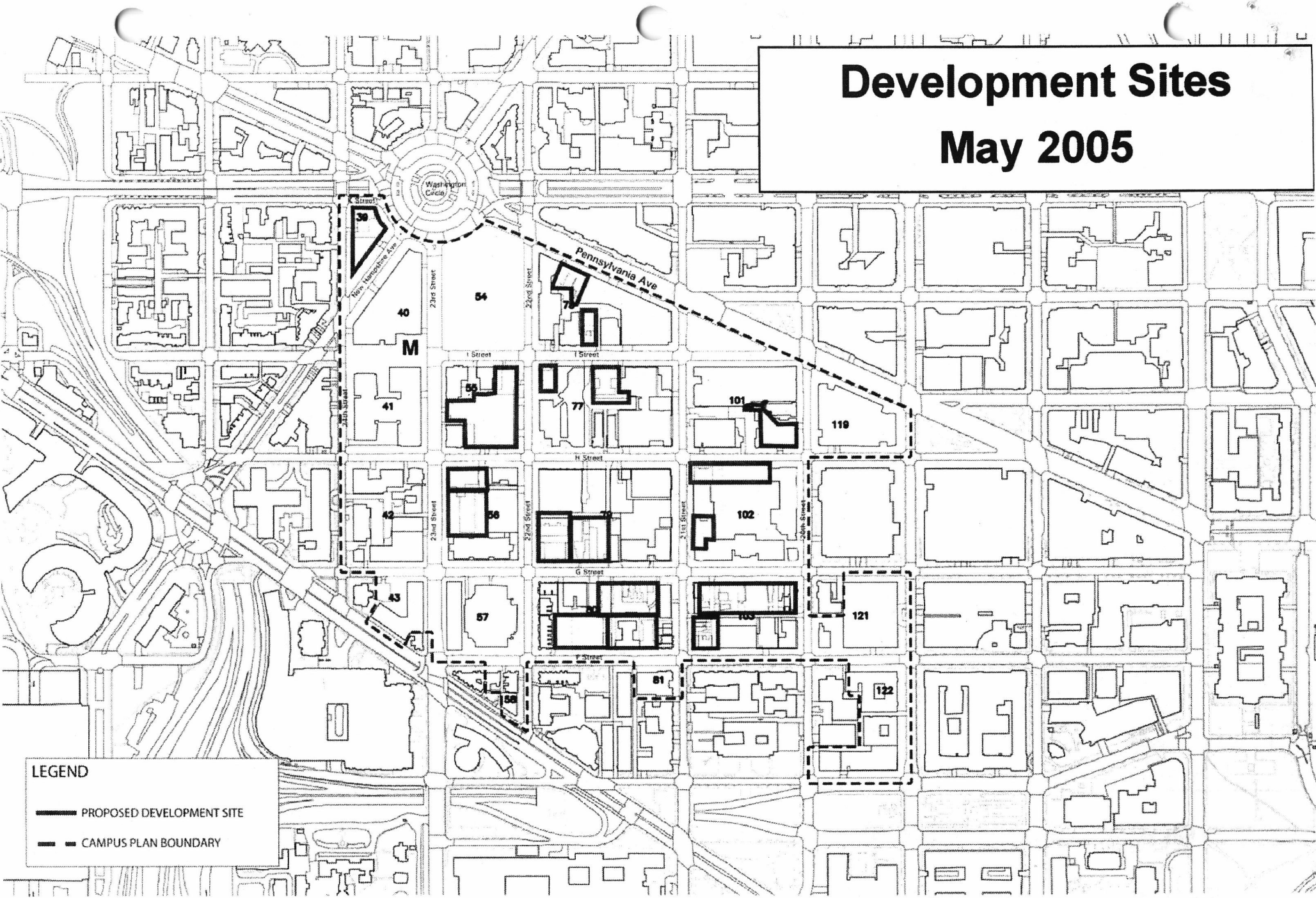
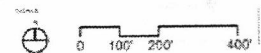
Development Sites

May 2005

LEGEND

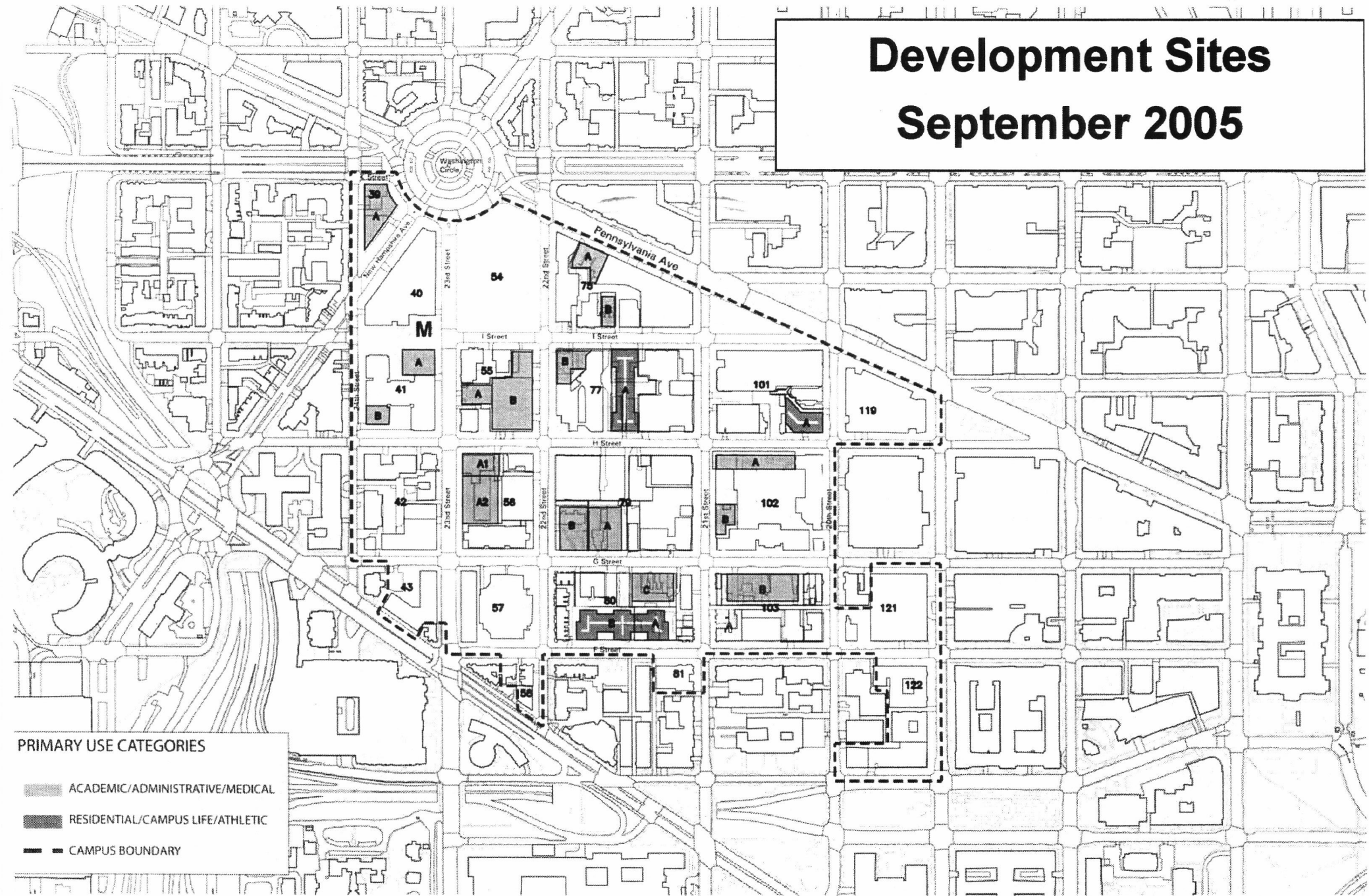
- PROPOSED DEVELOPMENT SITE
- CAMPUS PLAN BOUNDARY

Evolution of the Campus Plan



Development Sites

September 2005

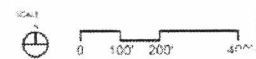


PRIMARY USE CATEGORIES

- ACADEMIC/ADMINISTRATIVE/MEDICAL
- RESIDENTIAL/CAMPUS LIFE/ATHLETIC
- CAMPUS BOUNDARY



Evolution of the Campus Plan



Larger development footprints to accommodate evolving academic needs

Development Sites February 2006

Density concentrated in core of campus away from residential areas

Heights decreased on campus periphery

Development sites removed to retain historic resources

Height setbacks along 23rd & G Streets

I Street Retail
Corridor Concept

PRIMARY USE CATEGORIES

ACADEMIC/ADMINISTRATIVE/MEDICAL

RESIDENTIAL/CAMPUS LIFE/ATHLETIC

COMMERCIAL/INVESTMENT

OTHER

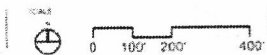
ADAPTIVE REUSE OF HISTORIC BUILDINGS

SITES TO BE ADDRESSED UNDER SEPARATE ZONING PROCESS

CAMPUS PLAN BOUNDARY

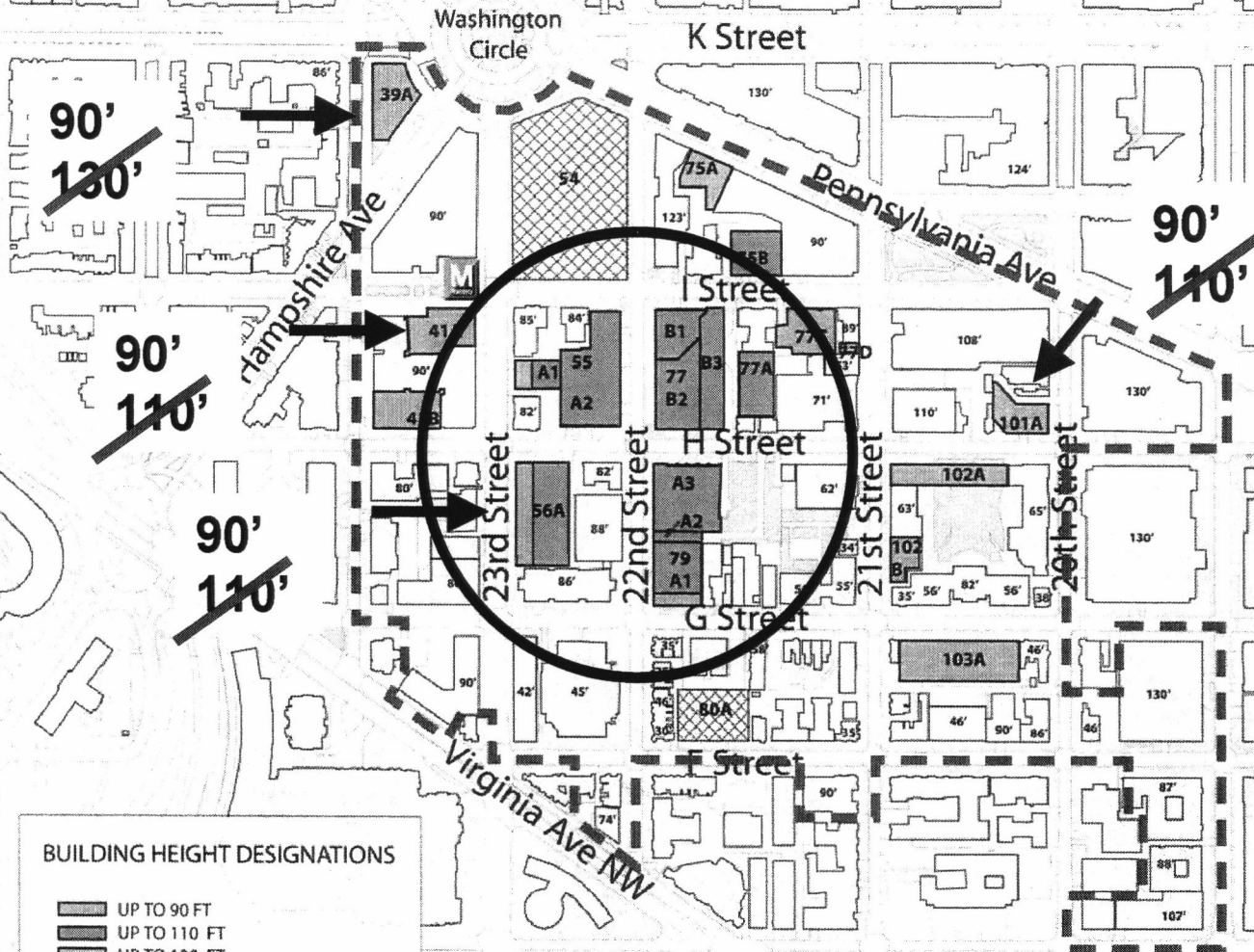


Evolution of the Campus Plan

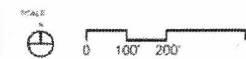


Height concentrated in the campus core & on Pennsylvania Avenue

BUILDING HEIGHTS



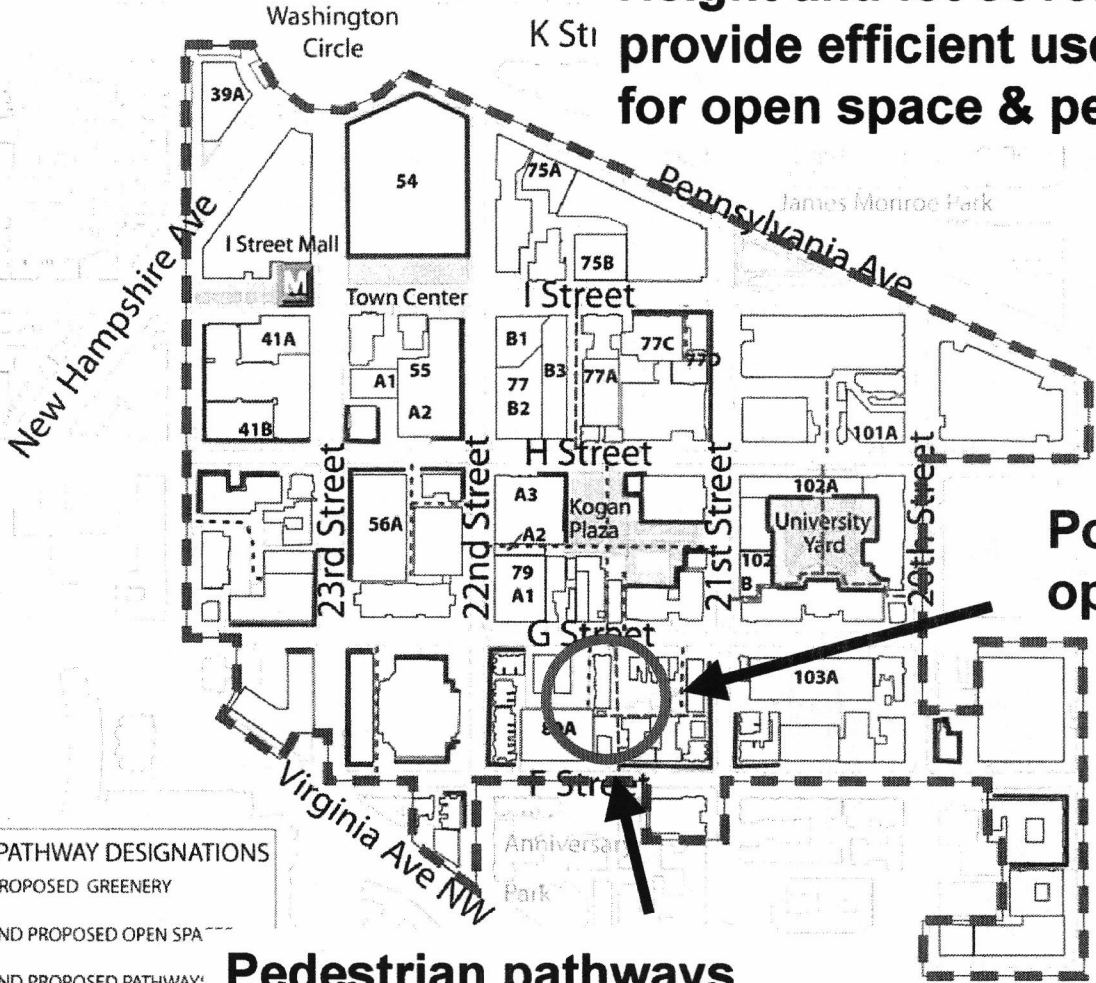
Evolution of the Campus Plan



DATE
February 2006

L Street

Height and lot coverage guidelines
provide efficient use of sites and allow
for open space & pedestrian pathways



Potential new
open space

- OPEN SPACE & PATHWAY DESIGNATIONS
- EXISTING/PROPOSED GREENERY
 - - - EXISTING AND PROPOSED OPEN SPACE
 - EXISTING AND PROPOSED PATHWAY

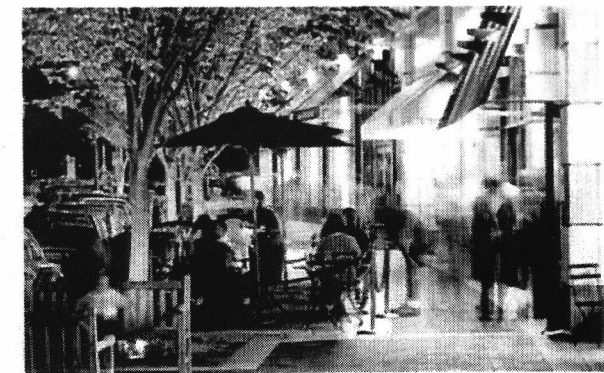
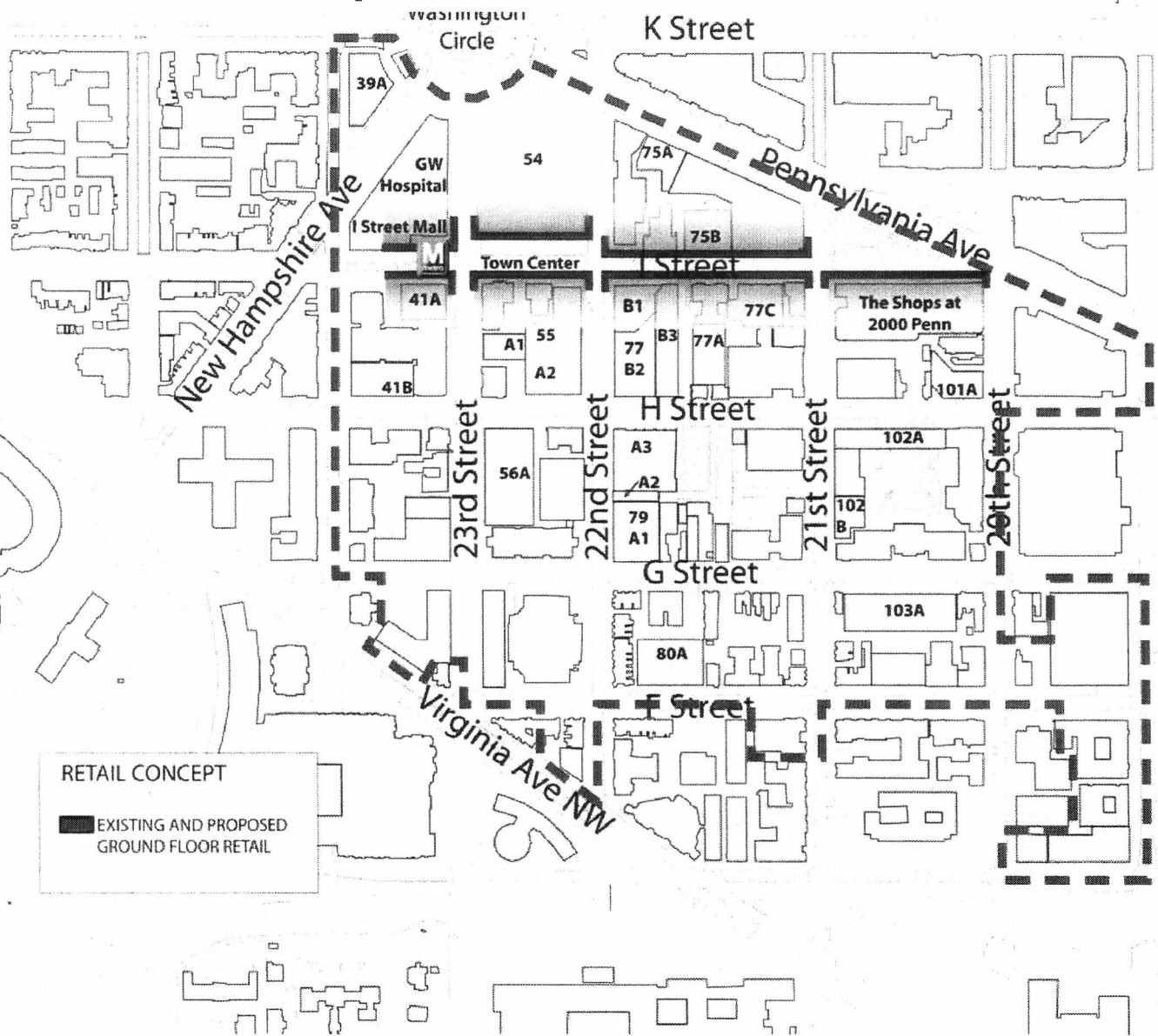
Pedestrian pathways
provide alternative to
neighborhood streets

Evolution of the Campus Plan

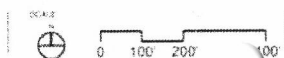


I Street Retail Corridor achieves *critical mass* of neighborhood serving retail extending from the Metro to the Shops at 2000 Penn

I STREET
RETAIL CORRIDOR



Evolution of the Campus Plan






DATE February 200

PARKING SITES

Parking garages dispersed throughout campus distribute traffic flow and improve pedestrian safety

Underground parking allows for efficient space utilization and enhances campus environment

PARKING LOCATIONS

-  EXISTING PARKING GARAGE/LOT TO REMAIN
-  POTENTIAL NEW UNDERGROUND GARAGE
-  SITES TO BE ADDRESSED UNDER SEPARATE ZONING PROCESS



Evolution of the Campus Plan

ARCHITECTURAL AND HISTORIC RESOURCES

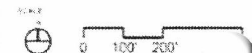
Plan identifies architectural & historic resources – *in addition to sites already registered* – to be maintained by GW



DESIGNATIONS

- NATIONAL REGISTER SITES
- DC INVENTORY OF HISTORIC SITES
- OTHER RESOURCES RECOGNIZED BY GW AS SIGNIFICANT

Evolution of the Campus Plan



February 2006

Key GW Commitments:

Continued From Existing Campus Plan

New Campus Plan will carry forward **existing Campus Plan conditions**, including:

- **Existing enrollment, faculty & staff population caps**
- **Undergraduate student housing requirement**
 - Freshmen & Sophomores must reside on-campus
 - Provide beds for 70% of undergraduate students up to a full-time undergraduate enrollment of 8,000 and one bed for each full-time undergraduate over enrollment of 8,000
- **Community Advisory Committee** to identify and address on-going community concerns

Key GW Commitments: New Campus Plan Commitments

Use of off-campus properties

- HOVA will not house undergraduates starting in fall 2006
- Aston will not house undergraduates starting in fall 2007
- GW and OP continuing evaluation of undergraduate student housing in **City Hall** and **Columbia Plaza**

Key GW Commitments: New Campus Plan Commitments

GW acquisition of properties in Foggy Bottom & West End

- Commitment not to purchase off-campus residentially-zoned properties in Foggy Bottom & West End neighborhoods for **other than investment purposes**

Key GW Commitments: New Campus Plan Commitments

Improve mechanisms for addressing Campus Plan compliance, monitoring and enforcement

- Establish specific definitions for Foggy Bottom Campus enrollment
- Improve compliance reporting process
- Independent audit of reported enrollment data

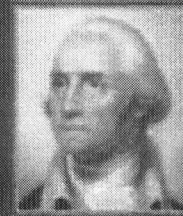
Moving Forward: Process & Timing

- **Foggy Bottom Campus Plan: 2006 – 2025**
 - To be filed with Zoning Commission in mid-February
 - **Notice of intent to file** the accompanying PUD sent Monday to ANC, FBA, WECA and land owners within 200 feet of the campus
 - **Public hearings** later this spring

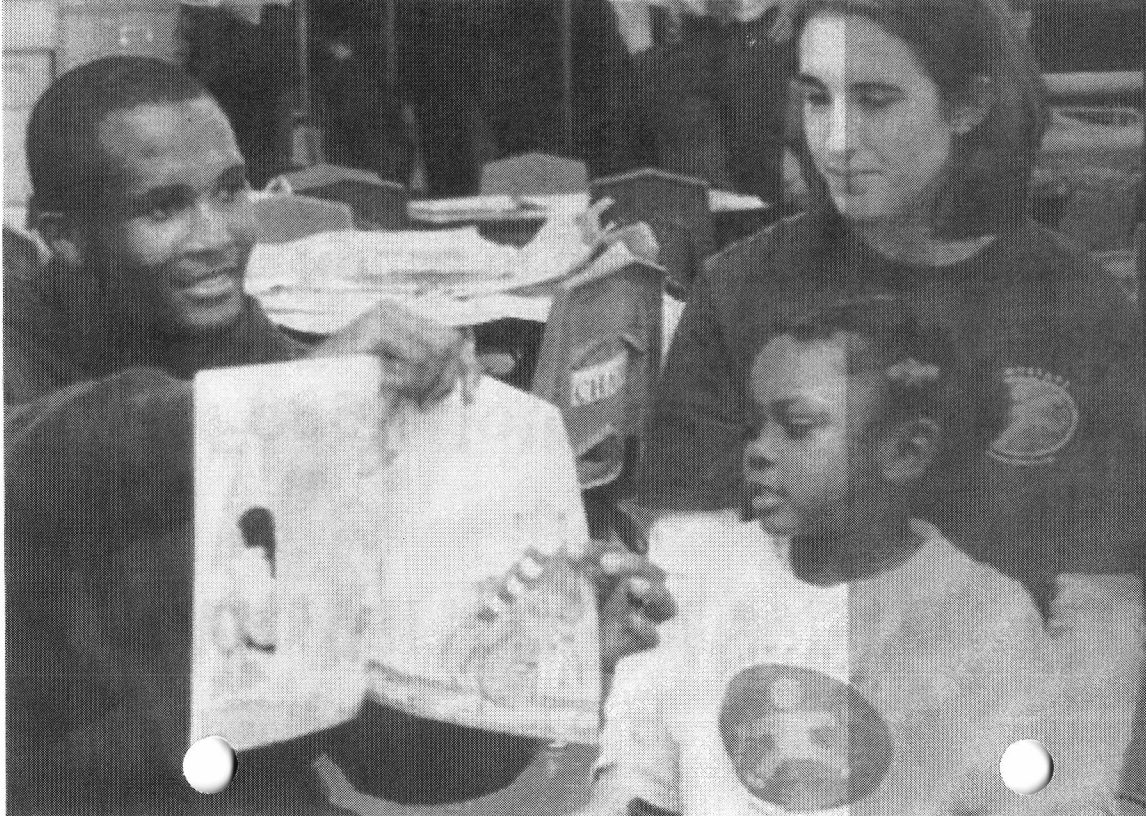
- **Separate GW Zoning Submissions (Spring 2006)**
 - **Square 54:** PUD to be filed by Boston Properties/KSI Services, Inc., for **mixed-use town center** development
 - **School Without Walls/GW Public-Private Partnership:** jointly filed PUD for GW residence hall and SWW expansion



www.neighborhood.gwu.edu



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a variety of information,
including campus
development updates.



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FACULTY SENATE

TO: Louis H. Katz
Executive Vice President and Treasurer

FROM: Lilien F. Robinson, Chair *Lilien*
Executive Committee, Faculty Senate

DATE: February 8, 2006

My colleagues and I would like to thank you for meeting with us and providing such an informative and extensive report on the University budget.

We all agree that it was a most useful meeting and we appreciate the time and thought expended in the preparation and presentation of the budget material.

Having had some time to reflect on your comments and the data, we do have some additional questions (enclosure) and hope that you will be willing to address these at the Senate meeting on Friday, February 10 at the time that you present the update on Square 54.

Many thanks for considering this request.

Enclosure

1) Questions concerning the capital budget:

a) What are the consequences of slowing down some of the projects planned in the capital budget? Which planned projects could be deferred or put on a slower track?

b) You have told us of a number of transfers from the operating budget to the capital budget; some are on-going and some one-time, such as in FY06, \$7.7m "not needed for Debt Reserve and Investment Reserves". What would be the consequences of lowering this level of transfers?

2) Questions concerning debt management:

a) What are some options for reducing our debt service? E.g. what would be the consequences of paying down less principal on some or all of our loans? Do you see any options for restructuring our debt load?

b) At this point, why are we planning to borrow so much on variable rates?

3) Questions about Controlling or Lowering Expenses:

Other than across-the-board cuts of expenses, what alternative ways of reducing significantly our rate of expenditures should be considered? Are there areas where we could significantly reduce expenditures without harming our "core" operations?

REQUEST FROM THE FACULTY SENATE:

The Senate would appreciate receiving a cross-budget year comparison of the operating revenues and expenditures from FY 04-05 through (projected) FY 06-07.

An Open Letter to the GW Faculty Senate 2/3/06

Donald O. Parsons
Professor and Chair, Economics

The Special Meeting of the Faculty Senate meeting was an extraordinary event. The Administration, represented by Executive Vice President and Treasurer Katz, Executive Vice President for Academic Affairs Lehman, and Senior Vice President for Student and Academic Support Services Chernak, provided a clear and candid account of the state of the University, one of sufficient detail to invite Faculty and Student participation in the discussion of the University's future. It is now up to the Senate and other interested parties in the University community to take up the debate on the near and long term future of the University that the Administration's candor invites.

The reports contained both good and bad news. The best news was financial. As an operating enterprise the University is currently highly profitable. Although debt is high, approximately the level of the endowment, our credit rating is excellent. Indeed the University is plowing very large sums of current student payments (operating revenue) into capital to support the University of the future. The 2007 budget includes a \$47 million transfer from operating revenues to the capital account, and another \$13 million from operating revenue directly to construction. To put these sums in perspective, *total* projected operating revenues are slightly less than \$500 million. Not surprisingly transfers of this size squeeze other parts of the University budget. After accounting for reasonable inflation in operating costs, including the promised 4% increase in faculty and staff salaries, Vice President Katz projects a modest shortfall of \$10-12 million dollars, barring some positive surprise. Still, over all, very good news for GW.

The bad news? The large operating revenue surpluses being used to finance facilities and physical plant expansion arise because the University charges high tuition to a greatly expanded student body while spending few additional resources to educate those students. The current student body, however unwittingly, is a very generous donor to the University's future. The form of the gift, a serious reduction in educational quality, is the dark side of the University's current financial prosperity.

Vice President Lehman presented compelling evidence of this erosion of educational resources at GW in the last 5-7 years, a problem highlighted in the Spring 2005 Report of the Ad Hoc Committee of Concerned Faculty. He also provided some sobering data on where this neglect of educational quality at GW now places us. Vice President Lehman reported that part-time faculty, graduate teaching associates and visitors together taught approximately one half (49%) of all GW sections in the fall of 2004 and almost the same share of students (45.5%). If governance were based on teaching contribution alone, the part-time faculty would be running the University. Another 12.9 percent of sections and 11.8 percent of students were taught by contract faculty with a longer, but still limited connection to the University. Regular tenure track faculty, once viewed as the core of the University teaching staff, taught only 38 percent of all sections and 42.6 percent of students.

A refreshing aspect of Vice President Katz' financial presentation was his open acceptance of alternative strategies, with the sensible warning that additional expenditures on an activity require either new revenues or reduced expenditures elsewhere. This is especially important to keep in mind as we begin the discussion of the University budget priorities. Vice President Katz specifically noted that any additional 2007 expenditures must come largely from (i) unanticipated gifts from alumni and other donors, or (ii) less ambitious capital plans. The University's next Administration may have greater gifts for fund-raising, giving new life to option (i), but for now it seems realistic to assume that improvements in the educational experiences of current students must come from the slower repayment of debt and/or the placement of new debt. This policy may lead to slower expansion of the physical plant, including the science center and much needed general classroom and office space.

As framed by Vice President Katz, the tradeoff between the welfare of current and future students should be at the heart of the coming discussion of University priorities. In that framework, the Ad Hoc Committee has long argued that the current 2007 budget does not properly value current students. Although the Committee did not propose specific remedies, the current debate would seem to invite a concrete proposal. Let me propose the reallocation of \$20 million from construction and capital accounts directly to the Colleges in proportion to the number of students taught by that College, with the further stipulation that at least half of the allocation be reserved for the hiring and support of additional regular tenure track faculty. Although a modest amount of money in the bigger picture, such a transfer would be symbolically important, indicating a renewed interest of the Administration and Board of Trustees in the welfare of current GW students.

REPORT OF THE EXECUTIVE COMMITTEE

Lilien F. Robinson, Chair

February 10, 2006

ACTIONS OF THE EXECUTIVE COMMITTEE

Follow-up on the February 3, 2006 Special Meeting on the University Budget

In consultation with a number of colleagues, the Executive Committee prepared follow-up questions for Executive Vice President and Treasurer Katz regarding the University budget. These questions were developed out of the presentations and discussions at the Special Meeting of the Faculty Senate on February 3.

The Executive Committee invited his response at today's meeting as Vice President Katz was already scheduled to address the Faculty Senate on Square 54 development and campus construction.

Student Exit Interviews: request for data

Pursuant to questions raised by Faculty Senate members at the December meeting regarding the data compiled by Executive Director of Academic Planning and Assessment Cheryl Beil on student exit interviews, the Executive Committee requested that the original data be made available to the Faculty Senate in preparation for its examination of the report of the Task Force on the 4x4 Curriculum. That data has been referenced as a document which informed the recommendations of the Committee on Academic Excellence on student academic engagement.

Middle States Accreditation Steering Committee

The Executive Committee has recommended to Associate Vice President Linebaugh the appointment of Lilien Robinson to the University's Middle States Accreditation Steering Committee.

PERSONNEL MATTERS

Grievances

Three grievances are currently in process, two in the School of Business and one in Columbian College. The two grievances in the School of Business are at the hearing stage. The mediation in the Columbian College case has failed..

OTHER MATTERS

Trachtenberg Prize Committees

The Executive Committee is in the process of appointing Faculty Senate representatives to serve on the Trachtenberg Prize Committees. The categories are research, teaching, and service

Faculty Senate Committee Forms

The forms for membership on Faculty Senate committees have been distributed. Please urge your colleagues to volunteer to serve as their participation is essential to the success of shared governance.

Faculty Senate Report to the Academic Affairs Committee of the Board

As you know, the Chair of the Executive Committee attends the meetings of the Academic Affairs Committee of the Board. The Chair also presents a report on behalf of the Faculty Senate. The report presented on February 9, 2006 is being distributed today and will be attached to minutes of today's meeting.

Executive Committee Meeting

The next meeting of the Executive Committee is on February 24 at 11:30. Should you have resolutions, reports, or any other matters for the March 10 Senate meeting, please submit them prior to the meeting of the Executive Committee

FACULTY SENATE REPORT

January 27, 2006

Since the October 20, 2005 meeting of the Committee on Academic Affairs, the Faculty Senate has met three times, on November 11, 2005, December 9, 2005, and January 20, 2006.

ACTION ITEMS

Resolutions

"A Resolution to Endorse the George Washington University Statement of Ethical Principles"

Pursuant to the Board of Trustees' indication that they wanted the University to adopt a statement of ethical principles and at the request of the Faculty Senate Executive Committee, a draft statement was prepared by the Office of General Counsel. The draft was reviewed by the Faculty Senate's Committee on Professional Ethics and Academic Freedom and forwarded with modifications to the Faculty Senate which approved it. As indicated in the resolution, the Faculty Senate's understanding is that the primary purpose of the Statement is to summarize the University's aspirational guidelines, rather than to provide an independent basis for imposing sanctions or modifying policies and procedures already in place.

"A Resolution to Endorse Technical Amendments to the Disclosure Forms for Faculty Members and Investigators under the George Washington University Policy on Conflicts of Interest and Commitment"

This resolution was presented by the Committee on Professional Ethics and Academic Freedom in response to the Office of General Counsel's request that the forms for faculty members and principal investigators be amended to conform to the technical amendments made in disclosure forms for trustees and senior administrators.

"A Resolution on Procedure with Respect to the Deliberation and Decision on the 4x4 Curriculum"

Introduced by the Executive Committee, this resolution confirms the Faculty Senate's understanding of the process that will be followed with respect to the report of the Special Task Force on the 4x4 curriculum. The resolution provides for the concurrent transmission of the report to School faculties and the Faculty Senate for review, debate, and recommendation.

Special Meeting on the FY2007 Budget

At the request of the Executive Committee and pursuant to the agreement of the Faculty Senate, a special meeting is scheduled for February 3, 2006. The agenda consists of presentations by Vice Presidents Lehman, Katz, and Chernak followed by questions and discussion of current FY2007 budget assumptions, projected shortfalls and their impact on academic and administrative operations, and ways of closing an anticipated gap between revenues and expenditures in the FY2007 preliminary budget estimates.

PERSONNEL MATTERS

Grievances

There are currently three grievance cases. Two are in the School of Business and one is in Columbian College. One of the cases in the School of Business is in the mediation process, and a mediator has been appointed in the second case. The grievance in Columbian College is in mediation.

REPORTS

Classroom Scheduling and Availability of Classrooms

Associate Vice President Linebaugh briefed the Faculty Senate on the centralized scheduling system now in place, the resultant improvements, and ongoing strategies for continued improvement.

Update on the Graduate School of Education and Human Development

Dean Futrell presented a report on the Graduate School of Education and Human Development, describing the vision and mission of the School, which is ranked 24th among U.S. graduate schools of education. She provided data on the academic departments, degree programs, faculty publication, and discussed the School's leadership role in the field and its impact on the teaching profession.

Biennial Faculty Salary Equity Report

Working over a period of two-years, a Special Committee, appointed jointly by Vice President Lehman and the Faculty Senate, reviewed faculty salaries of each rank in each department for apparent salary discrepancies. Following the examination of 155 cases initially identified, the Committee recommended 8 cases to Vice President Lehman for necessary adjustments, which were made.

Update on the 4x4 Task Force

Vice President Lehman reported on the work of the 4x4 Task Force, including the group's structure, the work that has been undertaken, and the visits being made by the members to institutions utilizing a 4x4 curriculum

Report on the FY05-06 Operating and Capital Budgets

Presented by the Fiscal Planning and Budgeting Committee, this report outlined and commented on the funding initiatives in the capital budget, the amount of the capital budget that is funded by debt, projected enrollment, and endowment budget support.

Report on the FY2007 Budget Assumptions

Also presented by the Fiscal Planning and Budgeting Committee, this report provided information on the administration's preliminary FY2007 budget assumptions and strategies under consideration for closing the funding gap.

Remarks of Walter L. Strong, Vice President for University Advancement, Dillard University

Dr. Strong provided the Faculty Senate with an overview of Dillard University's history, location, physical plant, student body and faculty. He described the evacuation process and the damages inflicted by hurricane Katrina, the pace and process of rebuilding, the support received to date, and the planned resumption of classes in the Spring 2006 semester.

Respectfully Submitted,

Lilien F. Robinson, Chair
Executive Committee of the
Faculty Senate

THE GEORGE WASHINGTON UNIVERSITY
Washington, DC

The Faculty Senate

February 2, 2006

The Faculty Senate will meet on Friday, February 10, 2006, at 3:00 p.m. in the Alumni House, 1925 F Street, NW, First Floor. (PLEASE NOTE THE CHANGE IN MEETING TIME)

AGENDA

- 1. Call to order**
- 2. IN MEMORIAM**

Donald C. Linkowski, Professor of Counseling and Research Professor of Psychiatry and Behavioral Sciences
- 3. Approval of the minutes of the regular meeting of January 20, 2006, as distributed**
- 4. Introduction of Resolutions**
- 5. Update on Square 54 Development and Campus Construction: Executive Vice President and Treasurer Louis H. Katz**
- 6. General Business:**
 - a) Nomination for election of Professor Hugo D. Junghenn (Mathematics) to the Dispute Resolution Committee for a term ending May 1, 2008**
 - b) Nomination for election of the following faculty to Senate Standing Committees: Professor Peter F. Klaren, Chair, Committee on Faculty Development and Support**
 - c) Interim Reports of Senate Standing Committees: Committee on Admissions Policy, Student Financial Aid, and Enrollment Management (Report attached)**
 - d) Report of the Executive Committee: Lilien F. Robinson, Chair**
- 8. Brief Statements (and Questions)**
- 9. Adjournment**

Elizabeth A. Amundson
Elizabeth A. Amundson
Secretary

**Faculty Senate Committee on Admissions Policy, Student Financial
Aid, and Enrollment Management
Interim Report
January 23, 2006**

During the Fall Semester 2005 the Committee met on September 29, October 27 and December 1, 2005.

At its first meeting the committee agreed to pursue the following agenda for the remainder of the academic year:

1. Study the problem of retention of students between the sophomore and junior years.
2. Obtain data on enrollment patterns across the university, with particular emphasis on international students
3. Study the correlation between discount rates and enrollment in specific schools and departments.
4. Study the impact of changing enrollment patterns on service departments.
5. Obtain information on the history and experience of the honors program.
6. Continue the investigation into how and to what extent the emerging Europe-wide higher education standards degrees and degree requirements known as the Bologna Process will impact the enrollment of foreign students at GWU.

At its second meeting the committee discussed evidence of serious problems in the graduation rate of doctoral students. It appears that a substantial number of such students fail to complete the dissertation and discontinue their study. The committee also identified problems in scheduling courses by certain service departments due to uncertainties in freshman enrollments.

At its third meeting the committee continued its consideration of the impact of the Bologna Process on graduate enrollment at GWU. It appears that at present there exists insufficient data to draw meaningful conclusions. The committee also discussed ways and means for positively influencing graduate students retention. The university will make available certain information gained from exit interviews and will develop a set of recommendations based on this data.